

Bill, thank you for the kind introduction.

The Union League website rightfully notes the clubs history and mission of “upholding the sacred obligations of citizenship, and promoting honesty and efficiency in government.”

It has done so through active engagement in important community affairs. So I am particularly honored to be here and meet with you today and delighted to be amidst an esteemed group committed to mission that closely mirrors that of the Inspector General’s office, about which I will speak briefly today and take your questions.

Simply put, the mission of the IGO is to root out waste, fraud, abuse, and inefficiency in the City of Chicago government and to promote economy and efficiency in the operations of city government.

This can include relatively mundane inquiries and discipline recommendations into employee misconduct, as well as more serious events of fraud and bribery solicitation.

Oftentimes, we team up with other law enforcement agencies for criminal prosecutions, including most notably, the public corruption section of the U.S. Attorney's Office and the Cook County State's Attorney's Office.

But we're more than simply an investigative organization.

We were recently transferred responsibility for monitoring the City's compliance with the *Shakman* accord that curbs the City's long-time politicization of the hiring process and the use of City jobs as a reward for political work.

The *Shakman* accord governs almost all of the City's personnel decisions.

The IGO is assuming a key oversight role in developing a City workforce that is ethical, talented, and capable, free of the taint and any appearance of taint of patronage or preferential treatment.

But I want to bring into your consciousness work beyond these two publicly noted areas. Our enabling ordinance specifies numerous means by which we are empowered to do precisely that:

Of course, we are publicly known for *investigation* of the performance of governmental officers, employees, functions and programs in order to detect and prevent misconduct, inefficiency and waste;

But we also conducting reviews of government programs – independent of any misconduct or allegation of misconduct, at our own initiative, to identify inefficiencies, waste and misconduct or the mere potential of them *and* make program recommendations

for reducing and eliminating such vulnerabilities for the express, ordinance prescribed purpose of “promoting economy, efficiency, effectiveness and *integrity* in the administration and operation of city government;

- These reviews take various forms:
  - process audits;
  - program audits
  - program reviews;
  - policy reviews;
  - at our discretion, public hearing

In 2007, my predecessor, David Hoffman, established an audit unit in the office.

The work of that unit has begun to generate important product.

It recently published reports on the significant accounting (and accountability) problems within the City's Tax Increment Financing program, as well as the City's Direct Voucher program, both of which resulted in recoveries of money and modifications to policy and practices to assure improved internal controls, greater accountability, and increased transparency.

Beyond the audit unit, I am beginning to further expand our office's capabilities to more fully inhabit its mission and jurisdictional scope as defined by our enabling ordinance.

Our office is uniquely placed to help inform the City's elected leaders, department heads, and the public what City programs are working or not working and ways to improve them.

The power of our office, and other like-minded oversight organizations at the federal level and state levels, is that we are independent and removed from the day-to-day administration of

government and thus have the ability to step back and analyze a government's operations

Many of you here are familiar with reports the IGO has released on the wisdom of the parking meter deal and on the grave administrative shortfalls of the City's within Minority and Women-owned Business Enterprise (MWBE) program.

In the coming weeks, I expect to have developed and be presenting publicly a new section of our office to focus solely on program and policy review.

Why develop this additional functionality in the office?

I strongly believe that the IGO's true value isn't solely to serve as a check against misconduct or mismanagement, but instead to ensure through positive action – research, analysis,

recommendation, collaboration – that the City’s programs are effective, efficient, and responsive to Chicagoans.

We’re living in a time of significant financial constraint.

The Mayor, like leaders of governments at all levels, is scaling back services and imposing cost-savings measures, including, most notably, furloughs for government employees.

In this environment – which we cannot regard as a short-term phenomenon – waste and inefficiency, in addition to fraud and abuse of government resources only exacerbate the effects of service cuts.

This is a time when those who believe that government can work for its citizens need to step up and ensure that government policies, plans, and procedures are properly vetted, appropriately challenged, and constantly improved.

By placing an increased emphasis on program and policy reviews, the office will be moving away from the purely investigative realm that many associate with my office.

In turn, that will mean that we slowly move away from the traditional media narrative of the IGO vs. the City. I know this won't be particularly easy; though I desire a more nuanced relationship between the IGO, the press, and the City.

While it certainly lends color to the story of this great city, the narrative of corruption is a heavy weight on the future prospects of this great City.

That narrative will not change simply because our office comes forward with positive proposals and speaks in more nuanced tones.



That narrative will change only through rendering the operation of city government truly transparent.

Residents, business leaders, and the media are increasingly disinclined to accept self-serving characterizations and seals of approval from political leaders and organizations.

Good results are no longer enough. People question good results because they question how they are achieved. Was there waste. Was there preferential treatment. Was there corruption. Was there deliberation of costs and benefits.

The change in narrative and the development of real confidence in the integrity of our governmental institutions will come only when business and civic leaders can see the machinery themselves, so that they can draw their own independent assessment.

That happens only through transparency.

Accountability means little without transparency.

And civic discourse will not be robust and substantive without a sense of accountability.

I therefore see a key responsibility of our office as making City government more accessible, transparent, and accountable for the average City resident. Information and data that we analyze and uncover in the course of our work should be released to the public.

It is also important that I note, in the strongest of terms, that we're not abdicating our investigative role. However, I manage nearly 70 talented professionals. These men and women come from a dizzying array of backgrounds:

law – including folks whose work experience includes federal and state prosecution offices; blue chip law firms; and high level agency counsel;

law enforcement – ranging from former police officers to former FBI agents seasoned by years of federal public corruption and fraud investigations and prosecution;

military service;

public administration – personnel with graduate degrees in public administration, but also experience as big city budget and policy analysts;

CPAs, certified forensic examiner certification;

investigative journalism;

psychology;

computer forensics experts

Their experience and efforts can truly add value to the City's policies. Not fully taking advantage of their full abilities would itself be a waste of city resources.

We make policy recommendations to City departments.

They respond to our recommendation.

I think that we have a responsibility to make both our recommendation and the department's response public, so elected officials and the public can see exactly what we're doing.

Ultimately, we do the public's business and they should have a wide-open window into what we do.

As we strive to provide more accountability within the city, it is only fair that the IGO provide Chicagoans with more transparency. To help address this concern, the IGO has started to publish a quarterly report complete with narrative descriptions of our work which I believe it has given terrific insight into the work we do and the value we provide to the city.

The challenges the City faces won't be solved overnight. And as old problems are solved, new ones will arise.

Our task is clear: ensure each day that the work of our office makes the City a little bit better.

We'll keep striving to build a more livable City, a safer City, a more economically developed City.

That's why I took this job and that's what I'm going to for the next three and a half years.

Thank you. I welcome your questions.